

## Alaska's 100 largest private employers in 2007: Providence breaks the 4,000 barrier

**F**or the first time in Alaska's history and *Trends 100's* 21-year history, a private Alaska employer broke the 4,000-employment barrier.<sup>1</sup> It's no surprise that it's Providence Health & Services. The medical provider grabbed the top spot as the state's largest private-sector employer back in 2001, and it's grown since then.

Providence's gains have come from steady growth at its Anchorage hospital campus, and growth and acquisitions at the company's health care facilities in Wasilla, Seward, Kodiak and Valdez.

It was back in 1992 when Carr Gottstein Foods broke the 3,000-employee barrier.

### **The Trends 100 employ many and the wages are higher**

Nearly a third of Alaska's private-sector employees – 74,300 wage and salary employees – worked for an employer on the top 100 list in 2007. (See Exhibit 1.) Employment for the *Trends 100* companies and organizations grew by 1.9 percent from 2006 – a more robust growth rate than the overall public sector's 1 percent.

Stronger performance from the state's top employers has been more the norm than the exception in the 21 years of the list. In most years, the reason wasn't clear, but that wasn't the case for 2007. The stout employment

<sup>1</sup> Each reference in this article to the number of employees a company or organization has, or the employment range the company or organization's employment falls into, is the average monthly employment in 2007 based on the quarterly employer reports of wages and employment that nearly all Alaska's employers submit to the Alaska Department of Labor and Workforce Development, as required by state unemployment insurance laws.

growth of oil industry employers – prominent on the list – provided the extra boost in 2007. (See Exhibit 2.)

Eighty-five percent of the people who worked for the oil industry in 2007 worked for an employer in the top 100.

Thirteen percent of the employment for the state's 100 largest employers was oil industry-related in 2007; for Alaska's overall private sector, 5 percent was.

*Trends 100* employers paid out \$3.8 billion in wages in 2007, or 37 percent of all wage and salary earnings. The average annual wage at *Trends 100* companies and organizations was \$50,982, compared to the overall private sector's \$42,812.

The strong presence of the high-wage oil industry explains most of the wage advantage. The average wage for the oil industry employers on the list was \$106,951.

The average annual wages for the various industries on the top 100 list are all over the map. For example, the 2007 average annual wage for retailers on the list was \$26,698 and for social service providers, \$25,573. That compares to \$63,782 for transportation firms.

### **The 1,000-plus club includes 18 employers**

Eighteen of Alaska's employers had 1,000-plus employees in 2007, the same number as in 2006. (See Exhibit 1.) The 18 were largely unchanged from 2006, aside from a bit of shuffling.

Just a decade earlier, in 1997, Alaska had 11 firms with 1,000 or more employees. And none of those were Alaska Native companies or organizations. But by 2007, five were in the 1,000-plus group.

### **Five new employers join the list**

Although the *Trends* 100 list is relatively stable, some companies and organizations drop off the list as others claim their place. Five new firms made the list in 2007, a typical number. (See Exhibit 3.)

The five are an eclectic group. NANA/Colt Engineering, one of the state's largest engineering firms, simply grew enough to make the list. It got a boost from the strong growth in the state's oil and mining industries; companies in those industries are major clients of theirs. Like NANA/Colt, Halliburton was also a beneficiary of robust growth in the oil industry. Halliburton, the Greens Creek Mine and Northrim Bank all made comebacks after falling off the list in earlier years. The Athletic Club<sup>2</sup> also added enough employees to make the cutoff.

### **The big movers are dominated by oil**

The oil industry's strong comeback explains why three oil industry companies leapfrogged by 10 or more rankings. (See Exhibit 4.) Chugach Development Corporation, Chevron and Nabors Alaska Drilling are all examples. Chevron and Nabors benefited from the industry's upswing and Chugach picked up a big oil industry contract for maintenance and oil spill response.

The North Star Behavioral Health System has grown steadily over the years and it recently went through an expansion. Alyeska Resort, another big mover, changed ownership in late 2006 and operations have grown.

### **Native organizations always have a big presence**

Sixteen of the 100 largest employers are either Native nonprofit organizations or subsidiaries of

one of Alaska's 13 Native regional corporations. (See Exhibit 5.) If the regional corporations' subsidiaries were combined, most of their parent corporations would be on the *Trends* 100.

Despite that limitation, Native companies and organizations are prominent on the list and their presence has grown over time. Eleven were on the list a decade earlier.

The largest in the group of 16 and the largest employer in Alaska's oil industry is ASRC Energy Services, a wholly owned subsidiary of Arctic Slope Regional Corporation. ASRC Energy Services is the state's sixth-largest private-sector

## **Counting the Workers**

### **Providing employment ranges rather than specific employment**

*Trends* 100, the list of companies and organizations with the highest average monthly employment, was first published as the top 50 employers in the July 1987 issue of *Trends*.

Since then, the federal confidentiality restrictions for releasing individual company employment numbers have come full circle. Initially, they required each employer to give permission before that employer's employment could be released. Then the restrictions eased and permission wasn't necessary. Now, the restrictions are back to where they were in 1987.

Due to the time it would take to obtain each company's permission, this year's *Trends* 100 gives a range that a company's exact employment falls into, rather than the specific employment number. The ranking system hasn't changed, though. It's still based on the specific employment number. (See Exhibits 1 and 2.)

The roll call of Alaska's largest employers provides one window into the changing dynamics of Alaska's economy. It has documented the growing prominence of Native corporations and organizations, the large presence of nonprofits, the growing importance of Alaska's private sector and the constant turbulence that exists in an economy, as companies and organizations are born, grow and sometimes disappear. And while many of the companies are familiar, others aren't.

<sup>2</sup> The Alaska Club acquired the Athletic Club in 2008.

# 1 Alaska's 100 Largest Private-Sector Employers

## Employment in 2007

Rank <sup>1</sup>	Firm Name	Average Monthly Employment in 2007 <sup>2</sup>	Business Activity	Headquarters or Largest Work Site	Web Site
1	Providence Health & Services	4,000+	Hospital/medical center	Anchorage	providence.org/alaska
2	Carrs/Safeway	3,000 to 3,249	Grocery	Anchorage	carrs qc.com
3	Fred Meyer	2,750 to 2,999	Grocery/general merchandise	Anchorage	fredmeyerstores.com
4	Wal-Mart/Sam's Club	2,500 to 2,749	Grocery/general merchandise	Anchorage	walmartstores.com
5	Trident Seafoods	2,000 to 2,249	Seafood processing	Akutan	tridentseafoods.com
6	ASRC Energy Services	"	Oil field services	Anchorage	asrcenergy.com
7	BP Exploration Alaska	1,750 to 1,999	Oil and gas extraction	Anchorage	bp.com
8	CH2MHill (formerly Veco)	"	Oil field services	Anchorage	ch2m.com
9	NANA Management Services	"	Catering/lodging/security	Anchorage	nana.com
10	Alaska Airlines	1,500 to 1,749	Air carrier	Anchorage	alaskaair.com
11	Alaska Native Tribal Health Consortium (ANTHC) <sup>3</sup>	1,250 to 1,499	Hospital/medical center	Anchorage	anthc.org
12	GCI Communications	"	Communications	Anchorage	gci.com
13	Banner Health (includes Fairbanks Memorial Hospital)	"	Hospital/medical center	Fairbanks	bannerhealth.com
14	FedEx	"	Airfreight/courier service	Anchorage	fedex.com
15	Yukon-Kuskokwim Health Corporation	1,000 to 1,249	Hospital/medical center	Bethel	ykhc.org
16	Southcentral Foundation <sup>4</sup>	"	Hospital/medical center	Anchorage	southcentralfoundation.com
17	ConocoPhillips	"	Oil and gas extraction	Anchorage	conocophillips.com
18	Wells Fargo	"	Financial services	Anchorage	wellsfargo.com
19	Alaska USA Federal Credit Union	750 to 999	Financial services	Anchorage	alaskausa.com
20	Spenard Builders Supply	"	Building products	Anchorage	sbsalaska.com
21	Doyon/Univeral Ogden, Joint Venture	"	Catering/security	Anchorage	doyon.com
22	McDonald's Restaurants of Alaska	"	Eating establishments	Anchorage	mcdonalds.com
23	Alaska Communication Systems (ACS)	"	Communications	Anchorage	acsalaska.com
24	UniSea	"	Seafood processing	Dutch Harbor	unisea.com
25	Home Depot	"	Building products	Anchorage	homedepot.com
26	Alaska Commercial Company	"	Grocery/general merchandise	Anchorage	alaskacommercial.com
27	Alyeska Pipeline Service Company	"	Transportation	Anchorage	alyeska-pipe.com
28	SouthEast Alaska Regional Health Consortium (SEARHC)	"	Social services/health care	Sitka	searhc.org
29	Icicle Seafoods	"	Seafood processing	Petersburg	icicleseafoods.com
30	Alaska Regional Hospital	"	Hospital/medical center	Anchorage	alaskaregional.com
31	Costco	"	Grocery/general merchandise	Anchorage	costco.com
32	First National Bank Alaska	500 to 749	Financial services	Anchorage	fnbalaska.com
33	Westward Seafoods	"	Seafood processing	Dutch Harbor	westwardseafoods.com
34	Hope Community Resources	"	Social services	Anchorage	hopealaska.org
35	The Alaska Club	"	Health clubs	Anchorage	thealaskaclub.com
36	Mat-Su Regional Medical Center	"	Hospital/medical center	Mat-Su	matsuregional.com
37	Chugach Development Corporation	"	Facilities support services	Anchorage	chugach-ak.com
38	Laidlaw Transit Services	"	Transportation	Anchorage	laidlawtransit.com
39	Peter Pan Seafoods	"	Seafood processing	King Cove	ppsf.com
40	Alaska Hotel Properties (Princess Hotels)	"	Hotels	Denali Park	princessalaskalodges.com
41	Lowe's	"	Building products	Anchorage	lowes.com
42	Schlumberger Technologies	"	Oil field services	Anchorage	slb.com
43	Alyeska Resort (includes O'Malley's on the Green)	"	Hotel/resort	Girdwood	alyeskaresort.com
44	Maniilaq Association	"	Social services/health care	Kotzebue	maniilaq.org
45	Aramark	"	Catering/concessionaire	Denali Park	aramark.com
46	Nabors Alaska Drilling	"	Oil field services	Anchorage	nabors.com
47	Northwest Airlines	"	Air carrier	Anchorage	nwa.com
48	UPS	"	Airfreight/courier service	Anchorage	ups.com
49	Anchorage Daily News	"	Newspaper	Anchorage	adn.com
50	Job Ready	250 to 499	Vocational rehabilitation services	Anchorage	readycareak.com

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# Alaska's 100 Largest Private-Sector Employers

## Employment in 2007 (Continued)



Rank <sup>1</sup>	Firm Name	Average Monthly Employment in 2007 <sup>2</sup>	Business Activity	Headquarters or Largest Work Site	Web Site
51	PenAir	250 to 499	Air carrier	Anchorage	penair.com
52	Horizon Lines of Alaska	"	Water transportation	Anchorage	horizonlines.com
53	Columbia Sussex (Anchorage Marriott, Hilton Anchorage)	"	Hotels	Anchorage	columbiasussex.com
54	Carlile Enterprises	"	Trucking/warehousing	Anchorage	carlilekw.com
55	Tanana Chiefs Conference	"	Social services/health care	Fairbanks	tananachiefs.org
56	Peak Oilfield Service Company	"	Oil field services	Anchorage	peakalaska.com
57	Alaska Consumer Direct Personal Care	"	Home health	Anchorage	consumerdirectonline.net/alaska
58	Westmark Hotels	"	Hotels	Anchorage	westmarkhotels.com
59	Norton Sound Health Corporation	"	Health care	Kotzebue	nortonsoundhealth.org
60	Teck Cominco Alaska (Red Dog Mine)	"	Mining	Red Dog Mine	teckcominco.com
61	Lithia Motors	"	Car dealerships	Anchorage	lithia.com
62	Colaska (includes QAP, SECON and Exclusive Paving)	"	Construction	Anchorage	colaska.com
63	Ocean Beauty Seafoods	"	Seafood processing	Kodiak	oceanbeauty.com
64	Denali Foods (Taco Bell)	"	Eating establishments	Anchorage	tacobell.com
65	Udelhoven Oilfield System Services	"	Oil field services	Anchorage	udelhoven.com
66	Fairbanks Gold Mining Company (Fort Knox)	"	Mining	Fairbanks	kinross.com
67	Sears	"	General merchandise	Anchorage	sears.com
68	Ketchikan General Hospital	"	Hospital/medical center	Ketchikan	peacehealth.org
69	North Pacific Seafoods	"	Seafood processing	Kodiak	northpacificseafoods.com
70	Bristol Bay Area Health Corporation	"	Health care	Dillingham	bbahc.org
71	SMG of Alaska (Sullivan Arena, others)	"	Facilities support services	Anchorage	smgworld.com
72	Assets	"	Social services	Anchorage	assetsinc.org
73	Tesoro Northstore Company	"	Retail/gas stations	Anchorage	tsocorp.com
74	North Star Behavioral Health System	"	Health care	Anchorage	northstarbehavioral.com
75	Chugach Electric Association	"	Utility	Anchorage	chugachelectric.com
76	Pizza Hut	"	Eating establishments	Anchorage	pizzahut.com
77	Royal Highway Tours (Princess Tours)	"	Tour busses	Anchorage	princessalaskalodges.com
78	Crowley Marine	"	Coastal freight transport	Anchorage	crowley.com
79	Hickel Investment Company (Hotel Captain Cook)	"	Hotel/real estate	Anchorage	captaincook.com
80	NANA/Colt Engineering	"	Engineering services	Anchorage	nana-colt.com
81	Immediate Care	"	Health care	Anchorage	immediatecareak.com
82	Doyon Drilling	"	Oil field services	Anchorage	doyondrilling.com
83	Chevron	"	Oil and gas extraction	Anchorage	chevron.com
84	Rural Alaska Community Action Program	"	Social services	Anchorage	ruralcap.com
85	Nordstrom	"	Apparel	Anchorage	nordstrom.com
86	Frontier Community Services	"	Social services	Kenai	fcskenai.org
87	Alaska Interstate Construction	"	Construction	Anchorage	aiclcc.com
88	Matanuska Telephone Association	"	Communications	Palmer	mta-telco.com
89	The Arc of Anchorage	"	Social services	Anchorage	arc-anchorage.org
90	Greens Creek Mining Company	"	Mining	Juneau	greenscreek.com
91	Holiday Stationstores	"	Retail/gas stations	Anchorage	holidaystationstores.com
92	Salvation Army - Alaska	"	Social services	Anchorage	salvationarmy.org/alaska
93	Alaska Sales and Service	"	Car dealerships	Anchorage	alaskasalesandservice.com
94	Halliburton Energy Services	"	Oil field services	Anchorage	halliburton.com
95	JCPenney	"	Apparel	Anchorage	jcp.com
96	Northrim Bank	"	Financial services	Anchorage	northrim.com
97	AT&T Alascom	"	Communications	Anchorage	attalasc.com
98	Alaska Cold Storage (Odom Corporation)	"	Wholesale trade	Anchorage	odomcorp.com
99	AES - Houston Contracting Company	"	Oil field services/construction	Anchorage	asrcenergy.com
100	Athletic Club <sup>5</sup>	"	Health clubs	Fairbanks	

<sup>1</sup> When two or more employers had the same number of employees, they were ranked by unrounded employment.

<sup>2</sup> These are ranges that a company or organization's specific employment number falls into; the ranking is based on the specific employment number.

<sup>3</sup> This count excludes ANTHC's 500 federal employees.

<sup>4</sup> This count excludes Southcentral Foundation's 131 federal employees.

<sup>5</sup> The Alaska Club acquired the Athletic Club in 2008.

Source: Alaska Department of Labor and Workforce Development, Research and Analysis Section

# 2 Trends 100 by Industry

## Employment in 2007

	Average Monthly Employment in 2007 <sup>1</sup>	Average Monthly Employment in 2007 <sup>1</sup>
<b>NATURAL RESOURCES AND MINING</b>		
<b>Mining (except oil and gas)</b>		
Teck Cominco Alaska (Red Dog)	250 to 499	
Fairbanks Gold Mining Company (Fort Knox)	"	
Greens Creek Mining Company	"	
<b>Oil and Gas Extraction and Oil Field Services</b>		
ASRC Energy Services	2,000 to 2,249	
BP Exploration Alaska	1,750 to 1,999	
CH2MHill (formerly Veco)	"	
ConocoPhillips	1,000 to 1,249	
Schlumberger Technologies	500 to 749	
Nabors Alaska Drilling	"	
Peak Oilfield Service Company	250 to 499	
Udelhoven Oilfield System Services	"	
Doyon Drilling	"	
Chevron	"	
Halliburton Energy Services	"	
AES - Houston Contracting Company	"	
<b>CONSTRUCTION</b>		
Colaska (QAP, SECON and Exclusive Paving)	250 to 499	
Alaska Interstate Construction	"	
<b>MANUFACTURING</b>		
<b>Seafood Processing</b>		
Trident Seafoods	2,000 to 2,249	
UniSea	750 to 999	
Icicle Seafoods	"	
Westward Seafoods	500 to 749	
Peter Pan Seafoods	"	
Ocean Beauty Seafoods	250 to 499	
North Pacific Seafoods	"	
<b>TRANSPORTATION AND UTILITIES</b>		
<b>Trade</b>		
<b>Wholesale</b>		
Anchorage Cold Storage (Odom Corporation)	250 to 499	
<b>Retail</b>		
Carrs/Safeway	3,000 to 3,249	
Fred Meyer	2,750 to 2,999	
Wal-Mart/Sam's Club	"	
Spenard Builders Supply	750 to 999	
Home Depot	"	
Alaska Commerical Company	"	
Costco	"	
Lowe's	500 to 749	
Lithia Motors	250 to 499	
Sears	"	
Tesoro Northstore Company	"	
Nordstrom	"	
Holiday Stationstores	"	
Alaska Sales and Service	"	
JCPenney	"	
<b>Transportation</b>		
Alaska Airlines	1,500 to 1,749	
FedEx	1,250 to 1,499	
Alyeska Pipeline Service Company	750 to 999	
Laidlaw Transit Services	500 to 749	
<b>Transportation</b>		
Northwest Airlines	500 to 749	
UPS	"	
PenAir	250 to 499	
Horizon Lines of Alaska	"	
Carlile Enterprises	"	
Crowley Marine	"	
Royal Highway Tours (Princess Tours)	"	
<b>Utilities</b>		
Chugach Electric Association	250 to 499	
<b>INFORMATION</b>		
<b>Publishing</b>		
Anchorage Daily News	500 to 749	
<b>Telecommunications</b>		
GCI Communications	1,250 to 1,499	
Alaska Communications Systems (ACS)	750 to 999	
Matanuska Telephone Association	250 to 499	
AT&T Alascom	"	
<b>FINANCIAL ACTIVITIES</b>		
<b>Finance and Insurance</b>		
Wells Fargo	1,000 to 1,249	
Alaska USA Federal Credit Union	750 to 999	
First National Bank Alaska	500 to 749	
Northrim Bank	250 to 499	
<b>PROFESSIONAL AND BUSINESS SERVICES</b>		
<b>Administrative and Support Services</b>		
Chugach Development Corporation	500 to 749	
SMG of Alaska (Sullivan Arena, others)	250 to 499	
NANA/Colt Engineering	"	
<b>EDUCATION AND HEALTH SERVICES</b>		
<b>Health Services and Social Assistance</b>		
Providence Health & Services	4,000+	
Alaska Native Tribal Health Consortium (ANTHC)	1,250 to 1,499	
Banner Health (includes Fairbanks Memorial Hospital)	"	
Yukon-Kuskokwim Health Corporation	1,000 to 1,249	
Southcentral Foundation	"	
SouthEast Alaska Regional Health Consortium (SEARHC)	750 to 999	
Alaska Regional Hospital	"	
Hope Community Resources	500 to 749	
Mat-Su Regional Medical Center	"	
Maniilaq Association	"	
Job Ready	250 to 499	
Tanana Chiefs Conference	"	
Alaska Consumer Direct Personal Care	"	
Norton Sound Health Corporation	"	
Ketchikan General Hospital	"	
Bristol Bay Area Health Corporation	"	
Assets	"	
North Star Behavioral Health System	"	
Immediate Care	"	
Rural Alaska Community Action Program	"	
Frontier Community Services	"	
The Arc of Anchorage	"	
Salvation Army - Alaska	"	

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employer, and some version of it has been on the *Trends* 100 list for more than two decades.

Three other oil field service companies in the group include Doyon Drilling, Peak Oilfield Service Company and AES - Houston Contracting Company.

Others in the group include Chugach Development Corporation, which recently became an important player in Alaska's oil patch, and Doyon/Universal Ogden, NANA/Colt Engineering and NANA Management Services. The last three are contractors that also provide support to the oil fields, but not exclusively.

The remaining eight employers in the group are health care or social assistance providers. Some of those are the Yukon-Kuskokwim Health Corporation, Norton Sound Health Corporation, Southcentral Foundation and Tanana Chiefs Conference.

### Many are nonprofits

Nearly a quarter (23 percent) of the *Trends* 100 employment is tied to the 21 nonprofits on the top 100 list in 2007. (See Exhibit 6.) Twenty made the list in 2006. About a decade earlier, in 1997, only 15 nonprofits were on the list, and they represented 15 percent of the top 100 employment that year.

Growth in the number of nonprofits on the top 100 list came as government increasingly turned to nonprofits to provide services.

A classic example is the turnover of the Native Alaska Medical Center in Anchorage in 1999 to two nonprofit health providers, the Alaska Native Tribal Health Consortium and Southcentral Foundation. Two years earlier, in 1997, the majority of the medical center's 1,400-strong work force was staffed by federal government employees. Yet in 2007, ANTHC and Southcentral, combined, employed more than 2,500 private-sector workers and 631 federal government workers.

ANTHC and Southcentral have been two of the *Trends* 100's most dynamic players. ANTHC

## The Trends 100 by Industry Employment in 2007 (Continued) **2**

	Average Monthly Employment in 2007 <sup>1</sup>
<b>LEISURE AND HOSPITALITY</b>	
<b>Accommodations</b>	
Alaska Hotel Properties (Princess Hotels)	500 to 749
Alyeska Resort (includes O'Malley's on the Green)	"
Columbia Sussex (Anchorage Marriott Downtown, Hilton Anchorage)	250 to 499
Westmark Hotels	"
Hickel Investment Company (Hotel Captain Cook)	"
<b>Food Services and Drinking Places</b>	
NANA Management Services	1,750 to 1,999
Doyon/Universal Ogden, Joint Venture	750 to 999
McDonald's Restaurants of Alaska	"
Aramark	500 to 749
Denali Foods (Taco Bell)	250 to 499
Pizza Hut	"
<b>Recreation</b>	
The Alaska Club	500 to 749
Athletic Club <sup>2</sup>	250 to 499

<sup>1</sup> These are ranges that a company or organization's specific employment number falls into; the ranking is based on the specific employment number.

<sup>2</sup> The Alaska Club acquired the Athletic Club in 2008.

Source: Alaska Department of Labor and Workforce Development, Research and Analysis Section

## Five New Players Make the List An average number of newcomers **3**

	Average Monthly Employment in 2007 <sup>1</sup>
NANA/Colt Engineering	250 to 499
Greens Creek Mining Company	"
Halliburton Energy Services	"
Northrim Bank	"
Athletic Club <sup>2</sup>	"

<sup>1</sup> These are ranges that a company or organization's specific employment number falls into; the ranking is based on the specific employment number.

<sup>2</sup> The Alaska Club acquired the Athletic Club in 2008.

Source: Alaska Department of Labor and Workforce Development, Research and Analysis Section

## The Big Movers in 2007 Ranking up by at least 10 since 2006 **4**

	Change in Rank 2006 to 2007
Chugach Development Corporation	62nd to 37th
North Star Behavioral Health System	96th to 74th
Chevron	99th to 83rd
Nabors Alaska Drilling	59th to 46th
Alyeska Resort (includes O'Malley's on the Green)	55th to 43rd

Source: Alaska Department of Labor and Workforce Development, Research and Analysis Section

## 5 Alaska Native Employers Employment in 2007

	Average Monthly Employment in 2007 <sup>1</sup>
1 ASRC Energy Services	2,000 to 2,249
2 NANA Management Services	1,750 to 1,999
3 Alaska Native Tribal Health Consortium (ANTHC)	1,250 to 1,499
4 Yukon-Kuskokwim Health Corporation	1,000 to 1,249
5 Southcentral Foundation	"
6 Doyon/Universal Ogden, Joint Venture	750 to 999
7 SouthEast Alaska Regional Health Consortium (SEARHC)	"
8 Chugach Development Corporation	500 to 749
9 Maniilaq Association	"
10 Tanana Chiefs Conference	250 to 499
11 Peak Oilfield Service Company	"
12 Norton Sound Health Corporation	"
13 Bristol Bay Area Health Corporation	"
14 NANA/Colt Engineering	"
15 Doyon Drilling	"
16 AES - Houston Contracting Company	"

<sup>1</sup> These are ranges that a company or organization's specific employment number falls into; the ranking is based on the specific employment number.

Source: Alaska Department of Labor and Workforce and Development, Research and Analysis Section

## 6 The Biggest Nonprofits in 2007 Nonprofits are a fourth of the Trends 100

	Average Monthly Employment in 2007 <sup>1</sup>
1 Providence Health & Services	4,000+
2 Alaska Native Tribal Health Consortium (ANTHC)	1,250 to 1,499
3 Banner Health (includes Fairbanks Memorial Hospital)	"
4 Yukon-Kuskokwim Health Corporation	1,000 to 1,249
5 Southcentral Foundation	"
6 Alaska USA Federal Credit Union	750 to 999
7 SouthEast Alaska Regional Health Consortium (SEARHC)	"
8 Hope Community Resources	500 to 749
9 Mat-Su Regional Medical Center	"
10 Maniilaq Association	"
11 Tanana Chiefs Conference	250 to 499
12 Norton Sound Health Corporation	"
13 Ketchikan General Hospital	"
14 Bristol Bay Area Health Corporation	"
15 Assets	"
16 Chugach Electric Association	"
17 Rural Alaska Community Action Program	"
18 Frontier Community Services	"
19 Matanuska Telephone Association	"
20 The Arc of Anchorage	"
21 Salvation Army - Alaska	"

<sup>1</sup> These are ranges that a company or organization's specific employment number falls into; the ranking is based on the specific employment number.

Source: Alaska Department of Labor and Workforce and Development, Research and Analysis Section

wasn't even on the list in 1997, and Southcentral ranked 94th. By 2007, ANTHC was 11th and Southcentral was 16th.

A recent University of Alaska Anchorage study found that Alaska had more nonprofits per capita than the nation as a whole, which isn't surprising considering the size of Alaska's public sector. Future trends will be interesting to watch given the potential decline in federal dollars.

Most of the nonprofits on the top 100 list provide health care, or, like Tanana Chiefs Conference, a combination of health care and social services. A few are also advocacy organizations such as the Rural Alaska Community Action Program; others are credit unions or utility cooperatives.

Many *Trends* 100 nonprofits are the largest or second-largest employers in their respective communities, mostly because health care providers tend to be big organizations in the first place, and when they're hospitals, they require a big staff to operate day and night.

Providence is the largest employer in Anchorage (and, as mentioned earlier, is the state's largest private-sector employer). The Yukon-Kuskokwim Health Corporation is Bethel's largest employer, the Norton Sound Health Corporation is Nome's largest, and the Bristol Bay Area Health Corporation is Dillingham's largest.

### There are many retailers on the list

The 15 retailers on the *Trends* 100 list employed a large slice of the list's work force in 2007 – 20 percent. (See Exhibit 2.) Yet, while the 15 retailers account for 42 percent of all retail employment in the state, it's important to remember that the state's 1,900 other retailers that didn't make the top 100 list make up the majority of the retail work force.

The 15 retailers look just like those in 2006, with the exception of Gottschalks, which slipped off the list.

The retailers on the *Trends* 100 were quite different in 1997 – a testament to the ever-chang-

ing dynamics of the hyper-competitive industry. For example, the likes of Kmart, Lamont's, Payless Drug, Market Basket and other household names at the time were replaced by some of today's household names such as Wal-Mart, Home Depot and Lowe's.

Target, which has never been in Alaska, is set to open two stores in late 2008, a move that will likely put the company on the 2009 list.

## A decade ago the top 10 list was a little different

Six of 2007's top 10 employers in some form or another were in the top 10 a decade earlier if Safeway Stores/Carrs is included in the lineup. (See Exhibit 7.) Nine of the 2007 top 10 were somewhere among the top 100 in 1997.

## They're all over the state

Although a majority of the *Trends* 100 employers have their headquarters or largest work site in Anchorage, few operate solely in the state's largest city.

Looking at the top 10 employers, all but one have their headquarters or largest work site in Anchorage. The exception is Seattle-based Trident Seafoods, Alaska's largest seafood processor. Its Akutan processing plant is its largest worksite, and it has plants in eight other communities and a one-person office in Anchorage.

Like Trident, all the other top 10 firms have employees in multiple worksites throughout the state. Alaska Airlines, for instance, has employees in 19 communities.

And also like Trident, none of the six other seafood processors on the *Trends* 100 are based in Anchorage. All Unisea's employees, for example, work at the company's Dutch Harbor processing plant; and all Westward Seafoods' employees work at the company's plants in either Kodiak or Dutch Harbor.

## Adding in government

The top 10 changes quickly when government is included. (See Exhibit 8.)

# Some New Players, Bigger Numbers

## Comparing 2007 with 1997



### Top 10 Employers in 2007

	Average Monthly Employment <sup>1</sup>
1 Providence Health & Services	4,000+
2 Carrs/Safeway	3,000 to 3,249
3 Fred Meyer	2,750 to 2,999
4 Wal-Mart/Sam's Club	"
5 Trident Seafoods	2,000 to 2,249
6 ASRC Energy Services	"
7 BP Exploration Alaska	1,750 to 1,999
8 CH2MHill (formerly Veco)	"
9 NANA Management Services	"
10 Alaska Airlines	1,500 to 1,749

### Top 10 Employers in 1997

	Average Monthly Employment
1 Carr Gottstein Foods	3,192
2 Providence Hospital	2,844
3 Fred Meyer	1,925
4 ARCO Alaska	1,526
5 Alaska Airlines	1,449
6 Wal-Mart/Sam's Club	1,314
7 Veco	1,188
8 National Bank of Alaska	1,171
9 Lutheran Health System (now Banner Health)	1,114
10 Safeway	1,044

<sup>1</sup> These are ranges that a company or organization's specific employment number falls into; the ranking is based on the specific employment number.

Source: Alaska Department of Labor and Workforce Development, Research and Analysis Section

# Adding in Government

## The top 10 in 2007



### Average Monthly Employment in 2007<sup>1</sup>

1 Uniformed military	23,416
2 State of Alaska	17,500
3 Federal civilians	16,800
4 University of Alaska	7,105
5 Anchorage School District	6,699
6 Providence Health & Services	4,000+
7 Carrs/Safeway	3,000 to 3,249
8 Municipality of Anchorage	3,072
9 Fred Meyer	2,750 to 2,999
10 Wal-Mart/Sam's Club	2,500 to 2,749

<sup>1</sup> Some of these are ranges that a company or organization's specific employment number falls into; the ranking is based on the specific employment number.

Source: Alaska Department of Labor and Workforce Development, Research and Analysis Section

# 9 The Top 15 Agencies Government, 2007

	Average Monthly Employment in 2007
1 University of Alaska	7,105
2 Anchorage School District	6,699
3 U.S. Department of Defense (civilians)	4,659
4 Alaska Department of Health and Social Services	3,177
5 Alaska Department of Transportation & Public Facilities	3,126
6 Municipality of Anchorage	3,072
7 Fairbanks North Star Borough School District	2,126
8 U.S. Postal Service	1,864
9 Matanuska-Susitna Borough School District	1,814
10 Alaska Department of Corrections	1,354
11 Kenai Peninsula Borough School District	1,287
12 U.S. Department of Transportation	1,287
13 Alaska Department of Fish and Game	1,121
14 Lower Kuskokwim School District	1,037
15 U.S. Department of Agriculture	1,011

Source: Alaska Department of Labor and Workforce Development, Research and Analysis Section

# 10 The Fortune 500 Trends 100 companies on the list

	Rank in the Fortune 500 in 2007
Aramark	214
Chevron	4
ConocoPhillips	5
Costco Wholesale	32
FedEx	68
Halliburton	100
HCA, or Hospital Corporation of America (Alaska Regional Hospital)	87
Home Depot	17
Kroger (Fred Meyer)	26
Lowe's	45
Marriott International (NANA/Marriott, Joint Venture)	203
McDonald's	108
Nordstrom	286
Northwest Airlines	195
JCPenney	116
Safeway	56
Sears Holdings	38
Tesoro	128
UPS	43
Wal-Mart	1
Wells Fargo	41
Yum Brands (Pizza Hut and Taco Bell)	262

Source: Fortune Magazine, 2007 Fortune 500

## The Strengths and Weaknesses of the Trends 100

All lists that rank something have their weaknesses and many have their strengths. One of the strengths of the *Trends 100* is that the employment numbers come straight from the quarterly employer reports of wages and employment that nearly all Alaska employers are required to submit to the Alaska Department of Labor and Workforce Development, as mandated by the state's unemployment insurance laws. It's the most comprehensive database of employers in the state.

Those who are excluded from the reporting requirement are self-employed workers, fishermen, domestic workers, unpaid family workers, nonprofit volunteers and most people working in agriculture.

To produce the *Trends 100* list, a report is run against this employer database for the most current calendar year available – for this issue's *Trends 100* list, it was 2007. A 12-month average is then calculated for each employer and that becomes the number reported for each employer on this list.

That's another strength of the *Trends 100*: it's not based on peak employment of a particular employer, like is so often the case. There are many employers that have a large work force for two or three months a year but only a few employees for the rest of the year. Other employers have a smaller peak work force but employ more of their workers over the course of the whole year.

The 12-month average provides a common denominator for measuring the true size of the employer's work force.

The biggest shortcoming of the *Trends 100*, however, is there's no distinction made between part-time and full-time employment. If such a distinction could be made, it would be, but employers aren't required to report whether someone is full-time or part-time.

Another strength of the *Trends 100* – although it's sometimes perceived as a weakness – is that the Department of Labor reports the companies just as the companies report themselves to the department. In most cases, it's not a problem. But in some cases, the companies may be unhappy that their subsidiaries are counted as stand-alone companies.

Since the government is a dominant player in Alaska's economy and it's typically organized on a large scale, it's not surprising that only four of the 10 largest private-sector and government employers are in the private sector. That's not much different from a decade before.

Yet, private-sector employers are growing considerably faster than those in government. That's true for the top 10 and Alaska's economy in general.

Looking just at the top 10, for instance, in 1997 Providence had only 2,844 employees (compared to 4,000-plus in 2007) and Wal-Mart didn't make the top 100 list (compared to 2,500 to 2,749 in 2007).

In contrast, the federal government actually had more employees in 1997 (17,339 in 1997 compared to 16,809 in 2007).

State government grew, but it grew more slowly than the four private-sector employers in the top 10.

Just as a point of interest and a new addition, a list of Alaska's top 15 government agencies is included. (See Exhibit 9.)

### **Fortune 500 companies are common**

Nearly a quarter of the *Trends* 100 companies and organizations are also Fortune 500 employers. Names such as FedEx, Wal-Mart, UPS, McDonald's and Costco are names most Alaskans can identify. (See Exhibit 10.) Lesser known by the public are companies such as Aramark and Hospital Corporation of America, or HCA (Alaska Regional Hospital). Halliburton, an intermittent *Trends* 100 club member, was the only new Fortune 500 addition in 2007.

### **Alaska's Workplace Fatalities Down in 2007**

Alaska's workplace fatalities in 2007 were down 33 percent from 2006, while the nation's fatalities were down 6 percent, according to the U.S. Bureau of Labor Statistics' recently published preliminary report on workplace fatalities in 2007.

Thirty people in Alaska were killed on the job in 2007, according to the BLS data. That compares with 91 in 1992, the year with the highest fatalities in the 1992 to 2007 period and the first year data were collected using a particular method under the federal Census of Fatal Occupational Injuries program. The five-year average from 1992 to 1996 was 72 deaths and the most recent five-year average, from 2003 to 2007, was 34 deaths.

The reduction to an average of 34 deaths a year from 2003 to 2007 "is an extremely significant accomplishment given the increases in Alaska's work force over the same time frame," said Grey Mitchell, director of the Labor Safety and Standards Division within the Alaska Department of Labor and Workforce Development.

Alaska's leading cause of workplace fatalities in 2007 had to do with transportation incidents, which accounted for 57 percent of the total. Exposure to harmful substances or environments (17 percent) and contact with objects and equipment (13 percent) were also leading causes.

The transportation category, though, also had the greatest reduction of fatalities, from 24 in 2006 to 17 in 2007.

Employers in Alaska can receive cost-free assistance to improve workplace safety and health programs and performance. Contact the Department of Labor's Alaska Occupational Safety and Health Consultation and Training Section at (800) 656-4972. AKOSH is in the Labor Standards and Safety Division.